MEDICAL COLLEGE OF GEORGIA

TODAY

Volume 31, Number 1 Fall 2002

2002 ANNUAL REPORT

The best teachers never stop learning.

Advances in medicine occur every day. And many of them are made right here, at MCG – the region's only academic medical center. Our team of nationally recognized physicians not only provides exceptional care to patients; they also conduct ground-breaking research, teach the doctors of tomorrow and share the latest medical advances with today's physicians. Our physicians are dedicated to staying on the leading edge of medicine and delivering the highest quality of care to our patients. At MCG, we are committed to being at the forefront of medicine and providing the region's best health care.

Tomorrow's Medicine, Here Today.℠

MCG
Health System

Medical College of Georgia Health System, Augusta GA

MEDICAL COLLEGE OF GEORGIA

TODAY

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D E A R R E A D E R S

It is a pleasure and an honor to write this letter of introduction to the 2002 annual report edition of *MCG Today*. Fiscal 2001-02 was a year of dramatic advancement for the Medical College of Georgia. We completed two important planning processes—one to guide our strategic growth and development and one to direct the expansion of our campus and facilities.

This year also was a period of dramatic transition for the Medical College of Georgia. As the British poet Edmund Spenser wrote, the "ever-whirling wheel of change."

June 1 marked my first year as president of the Medical College of Georgia, an institution with boundless potential. New deans have taken the helm in the schools of Allied Health Sciences, Medicine and Nursing. Many new department chairmen, representing all five schools, have joined the MCG leadership team. In total, more than 150 newly recruited educators, researchers and clinicians are now working with their colleagues to make a positive impact on the lives of the populations we serve.

This year, budget pressures on the state's economy required all state-assisted entities to take a closer look at operations. I'm pleased to report that through innovation and collaboration, we adjusted without reducing support for our core missions.

We have just broken ground on Phase II of the Interdisciplinary Research Building and, with the assistance of special funding from Gov. Roy Barnes and the Georgia Legislature, we are in the planning and design phase for our cancer research building. MCG also received funding for a new Health Sciences Building, a technologically sophisticated facility that will serve as home base for our allied health and nursing educational programs. We expect to break ground on that building this year.

Total student enrollment and extramural funding for MCG research have again increased, keeping MCG on an upward trajectory of growth and expansion. The MCG Health System has completed its second year of operation and reports improved performance in the areas of quality of care, patient satisfaction and cost effectiveness.

Clearly, MCG is poised to advance significantly in the years ahead, guided by institutional values of leadership, social responsibility, compassion, diversity, professionalism and excellence.

As the only public health sciences university in the state of Georgia, MCG has a mission to improve health and reduce the burden of illness in society through programs in education, research and clinical service. These core functions—to teach, to discover, to heal—are inextricably intertwined. A modern academic medical center must excel in all three areas; a premier academic medical center must provide leadership in all three areas. We're striving to become that kind of academic medical center.

On behalf of the faculty, staff and students of the Medical College of Georgia, I express heartfelt appreciation for the continuing interest in and support of this institution that is provided by our stakeholders—the state of Georgia, our alumni and donors, our neighbors and colleagues.

As an institutional community, we embrace our duty of service to the citizens of the state of Georgia. With the highest of ethical standards and an unwavering commitment to proper stewardship of institutional resources, we will continue to make tomorrow's medicine better, more cost effective and more accessible to all members of society.

As you read this annual report, I hope that you will sense the excitement we have about the good work and the promising future of Georgia's health sciences university.

Sincerely,

Daniel W. Rahn, M.D.
President, Medical College of Georgia

*"The institution does nothing unless we—by working together, by caring a whole awful lot—set it in motion."**

*Quotes featured throughout the publication are from the Inaugural Address and other addresses delivered by MCG President Daniel W. Rahn in 2001-02.

Education

"We must plant the seeds of lifelong learning and social responsibility."

Our Highest Priority

It is difficult to overstate the Medical College of Georgia's impact on the life and well-being of every Georgian. MCG's clinical service, research and economic impact all make impressive marks on the state. But perhaps the university's most tangible contribution to Georgia is its student body. Today's students are tomorrow's alumni. Those alumni—the vast majority of whom practice in Georgia—are the physicians, dentists, nurses, scientists, technologists and administrators who serve every community in the state.

Education has been the university's highest priority throughout its 175-year history. Every faculty member, every laboratory, every clinical facility—every facet of the university—is designed to enhance the education of MCG students. Those efforts are appreciated: In a recent survey of University System of Georgia students, MCG ranked first in 22 areas, including individual faculty attention.

The result? Graduates with second-to-none skills, expertise, dedication and compassion.

Enormous Contributions

"I am extremely proud of our students: their intelligence, compassion, maturity and commitment to science, knowledge and volunteerism," says MCG President Daniel W. Rahn. "We are privileged to have them as junior colleagues. There is no question in my mind that they will contribute enormously to the quality of life of countless people in this state in the years ahead."

Of the 30 high-priority strategic initiatives identified last fall by MCG senior leadership, 13 relate to instructional or academic enterprise. MCG plans a state-of-the-art student information system to support recruitment,

TIMELINE

July 2001:

The journal, *Diabetes,* announces MCG researchers' development of an animal model that mimics diabetics' dramatically accelerated rate of cardiovascular disease.

admissions and overall academic decision-making. "We need better tools to assist us in assuring that our educational programs are meeting the needs of our students and the needs of the state," says President Rahn.

Serving Students, Serving the State

Vast educational initiatives are already under way to optimize students' skills and address statewide needs. For instance, MCG is participating in Georgia's $4.55 million Intellectual Capital Partnership Program Health Professionals Initiative, pairing the state's academic and corporate resources to meet citizens' needs, invigorate the economy and create new job opportunities.

Award-Winning Initiatives

MCG received numerous honors last year attesting to the quality of its educational initiatives. The Department of Oral Rehabilitation, for example, received a 2002 Regents' Teaching Excellence Award. A School of Nursing initiative to immerse students in the lives of homebound elderly received the first-place award from the American Association of Colleges and Nursing. The School of Medicine was one of six medical schools nationwide to receive a Caring for Community Grant from the Association of American Medical Colleges in collaboration with the Pfizer Medical Humanities Initiative. The grant supports development of medical clinics for migrant workers in Vidalia, Ga.

Students also found ways to combine education with fun and community service. For instance, the 2002 MCG Medical Wilderness Adventure Race simulated illness and injury in the wild to test medical students' skills in a rugged environment. The School of Nursing's fifth annual Senior Olympics encouraged fitness among the elderly and enhanced students' comfort level with the age group. Respiratory therapy students served as counselors at the American Lung Association-sponsored Champ Camp for children with asthma.

Passion for Service

MCG students traditionally have proven to be indefatigable volunteers, and the current crop is no exception. Last year, MCG students tapped into their own limited free time and financial resources to volunteer their services to impoverished people throughout the world. They also were liberally represented in fund-raising and charitable initiatives for Habitat for Humanity, Students for Intercultural Medicine, the American Cancer Society, the American Lung Association and many other nonprofit groups.

"I know our students will leave this institution as highly trained professionals but also with a commitment to serve society," Dr. Rahn says. "We see their empathy, their passion for service, in the initiatives they have undertaken during their years of study."

August 2001:
MCG's Professionalism Program for incoming students stresses professionalism in health care, emphasizing interdisciplinary respect and cooperation.

MCG Education at a Glance

- MCG has graduated over 27,000 health care professionals since its inception in 1828, including over 10,000 physicians, about 1,500 dentists, approximately 500 biomedical scientists and more than 15,000 allied health professionals.
- MCG offers 45 degrees and certificates in the allied health sciences, biomedical sciences, dentistry, nursing and medicine.
- The university processed more than 3,000 applications for the 717 seats in the fall 2001 entering class—4.2 applications for each available place.
- While Georgia is home to four medical schools, half of the state's medical students are enrolled at MCG.
- MCG houses the state's only dental school.
- One of every four currently practicing physicians and dentists in Georgia graduated from MCG
- Sixty to 90 percent of MCG graduates in fields such as dental hygiene, medical technology, occupational therapy, physical therapy and respiratory therapy ultimately practice in Georgia.
- Enrollment in the baccalaureate nursing program has increased 13 percent since 1999.
- The MCG Department of Medical Illustration is one of five medical illustration programs in the country.
- MCG students' performance on licensure and certification examinations was lauded during the most recent institutional review conducted by the Southern Association of Colleges and Schools.

Research

"We are on the verge of a virtual revolution in biomedical science, one which may well transform our approach to human health and disease."

Living Longer, Living Better

It is undoubtedly cause for celebration that the average American today lives more than 77 years.

But if many of those years are marred by illness and infirmity, celebration may seem a cruelly ironic response to scientific advances that have virtually doubled the average American lifespan within the course of a single century. "Most [Americans] are afflicted with a chronic disease during their lifetime: diabetes, cardiovascular disease, Alzheimer's disease, rheumatoid arthritis, cancer … illnesses that are prolonged, illnesses that are not resolved with a short course of treatment, illnesses that are rarely completely cured," notes MCG President Daniel W. Rahn.

MCG's 175-year history of educational excellence has been complemented with an increasingly strong focus on research—research that traces disease to its most basic cellular and genetic roots. The implications are incalculable, but they boil down to a single, resonant theme: MCG research is helping Americans live not only longer lives, but better lives.

Targeted Areas of Growth

The university anticipates 20 percent growth in research funding each year--primarily through its thematic organization of research and the aggressive recruitment of funded researchers in areas such as cancer, cardiovascular disease, neurologic disease, infection/inflammation and biomedical technology.

Optimal Results

MCG is concentrating not only on new discoveries, but on ways to optimize them.

For instance, MCG's interdisciplinary research centers and institutes (including the Institute of Molecular Medicine and Genetics, Center for Genomic Medicine, Vascular Biology Center and Georgia Prevention Institute) link researchers across numerous disciplines. These researchers collaborate in their attempts to, for instance, cure and prevent congenital heart defects, derail hypertension as early in life as possible and prevent strokes in children with sickle cell disease.

In addition to enhancing interdisciplinary collaboration, MCG is ensuring that its discoveries find their way to the bedside. The MCG Office of Biomedical Technology Transfer was created in 2001 to move discoveries, data and technologies from the research

TIMELINE

September 2001:
MCG members of the Disaster Medical Assistance Team mobilize immediately to assist victims of the 9-11 terrorist attacks.

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changed since the university's inception 175 years ago: a healthier citizenry.

"Discoveries in the fields of stem cell biology, immunogenetics and proteomics—words not found in dictionaries of a decade ago and not even in my spell checker now—are paving the way

October 2001:
Ground is broken on the MCG Wellness Center, a 36,000-square-foot facility that will make exercise, fitness instruction and recreation readily available to students and other members of the MCG community.

MCG Research at a Glance

- MCG has obtained a $10 million National Institutes of Health Program Project grant to identify genetic and environmental risk factors for hypertension.
- The discovery of a fundamental structural difference in autistic patients' brain cells holds hope for conquering the condition that dooms many to lives of isolation and frustration.
- A condition previously considered late-onset schizophrenia has been found, in fact, to be a distinct condition that disables the communication superhighway.
- MCG researchers have developed a mouse model to study a master control gene in major body systems such as the heart, brain and spinal cord.
- Researchers have obtained a National Institutes of Health grant to determine whether the brain damage associated with cerebral palsy can be repaired with transplanted stem cells.
- A DNA bank of Alzheimer's patients and their families has linked late-onset Alzheimer's disease to flaws on three chromosomes, paving the way for discovery of the genes responsible for the brain-destroying disease.
- An MCG researcher who helped identify cancer-fighting properties in green tea has now traced the juncture where healthy cells are shuttled to safety and cancer cells are sentenced to death.
- Studies of the body's natural tolerance of certain foreign substances are yielding insight into tumor growth.
- A device that uses light energy to rapidly diagnose precancerous and cancerous changes of the cervix is under study.
- A grant to study the trigger mechanism in multiple sclerosis could signal eventual victory over this disease.
- An MCG researcher is studying how to block receptors involved in HIV infection and the spread of cancer.
- The same technology that helped Tiger Woods perfect his golf swing is being used to assess older adults' gait, balance and other indicators of impaired mobility.
- Studies of the cellular damage caused by temporomandibular joint syndrome could pave the way for earlier diagnosis, and better treatment, of the condition.

Service

"As practitioners, we do not treat problems. We treat people."

Caring and Inclusiveness

When MCG President Daniel W. Rahn cites caring and inclusiveness as the touchstones of his administration, he refers to every aspect of MCG's role in the community and the state. But perhaps nowhere are those characteristics more applicable than in the realm of service.

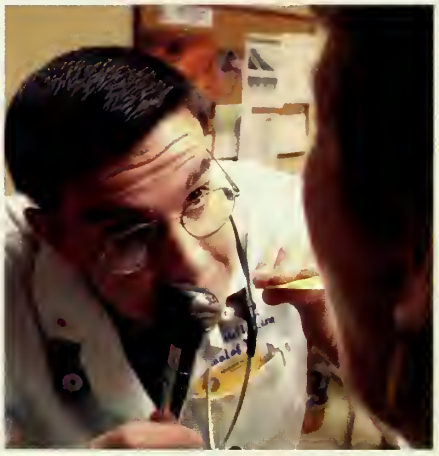
MCG's clinicians serve every sector of the community and state, often even reaching beyond state lines to treat disease and enhance wellness. Many clinical and research initiatives at MCG have changed the very landscape of health care, directly benefiting people who may never have even heard of the university.

For instance, countless Americans—and many worldwide, as well—have benefited from MCG advancements over the years in areas such as reproduction, cardiac arrhythmia, congenital heart disease and sickle cell disease. MCG's groundbreaking initiatives in telemedicine have provided unprecedented access to specialized health services, particularly for rural populations. Last spring, MCG representatives

attended a ribbon-cutting ceremony of the Telemedicine Center in Sarov, Russia—a center greatly facilitated by the MCG Telemedicine Center.

Centered on Success

The university's commitment to

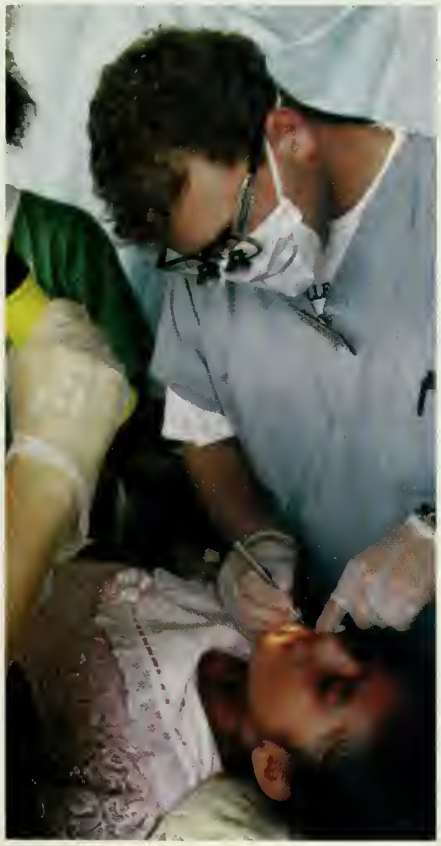


TIMELINE

November 2001:
MCG President Daniel W. Rahn stresses caring and inclusiveness in his 2001 State of the University Address.

wellness and disease prevention has never been stronger. Dedicated centers, such as the Neuroscience Center, pool resources campuswide to expedite and optimize treatments for conditions such as stroke, Alzheimer's disease and Parkinson's disease. In July 2001, MCG Health System became the first health care facility in Augusta to offer positron emission tomography, or PET, imaging, a diagnostic tool to assess how the body processes glucose. This helps pinpoint tumors and determine whether they are benign.

Indeed, cancer treatment is one of the most exciting fields of advancement at MCG. MCG and the University of Georgia recently scored highest on their joint application for a regional program of excellence planning grant from the Georgia Cancer Coalition and aim to get a cancer designation from the state next year.



No One Left Behind

President Rahn emphasizes the importance of community and statewide collaborations in enhancing health for every sector of the populace. "As leaders of the medical professions, we must work with professional societies and public policy makers to aggressively address issues that impact the health of the public we serve," he says. "Yes, we have a responsibility to advance science, to advance medicine, to advance clinical care. But we also have a responsibility to not leave anyone behind."

To Teach, to Discover, to Care

MCG faculty and students embody this commitment, frequently volunteering their time and resources to the impoverished and disenfranchised. Individuals, groups and charitable organizations canvassed medically underserved pockets of the world last year to donate their medical and dental services. "To be a superior health sciences university, one thing must never change: We must stay true to our core purpose," President Rahn says. "We must stay true to our value to society: to teach, to discover, to care."

MCG Service at a Glance

- The 2001 Joint Commission on Accreditation of Healthcare Organizations accreditation survey resulted in MCG Hospitals and Clinics' best overall assessment in more than 10 years.
- Patient satisfaction with the Children's Medical Center was ranked the highest of all pediatric hospitals, according to Press Ganey associates, the health care industry's top satisfaction measurement and improvement firm.
- The MCG radiology service was named "a best performer" in a University Health System Consortium benchmarking project.
- MCG Hospitals and Clinics was ranked 45th out of America's top 50 hospitals by *U.S. News and World Report* in diagnosing and treating hormonal disorders such as diabetes and thyroid conditions.
- The MCG Neuroscience Center unveiled a pilot program to help rural physicians administer TPA, a powerful clot-dissolving drug, under the off-site guidance of an MCG neurologist.
- MCG Hospitals and Clinics received top ratings in orthopedics, stroke treatment and pulmonary care in the fourth edition of *HealthGrades Hospital Report Card*. The scores placed MCG among Georgia's top five hospitals for orthopedic services and top two for stroke treatment and pulmonary care.
- The Children's Medical Center Reach Out and Read program provided thousands of new books for patients age 5 and younger when they came in for a wellness checkup.
- The Dearing Community Health Center, staffed by MCG faculty and students, opened in Dearing Baptist Church's Good Shepherd House.

December 2001: Tim McIlrath, a fourth-year medical student, is among the runners carrying the Olympic torch from Atlanta to Salt Lake City for the Winter Olympics. Tim's experience with a brain tumor inspired his decision to become a physician.

Diversity

"Our goal must be the complete elimination of health disparities."

Dedicated to Success

When Dr. Daniel W. Rahn assumed the presidency of the Medical College of Georgia in June 2001, he wasted no time in addressing one of his highest priorities: diversity. Georgia's health sciences university, he emphasizes, must reflect the state's diverse population in every segment of the MCG community: its classrooms, offices, laboratories, hospitals and clinics.

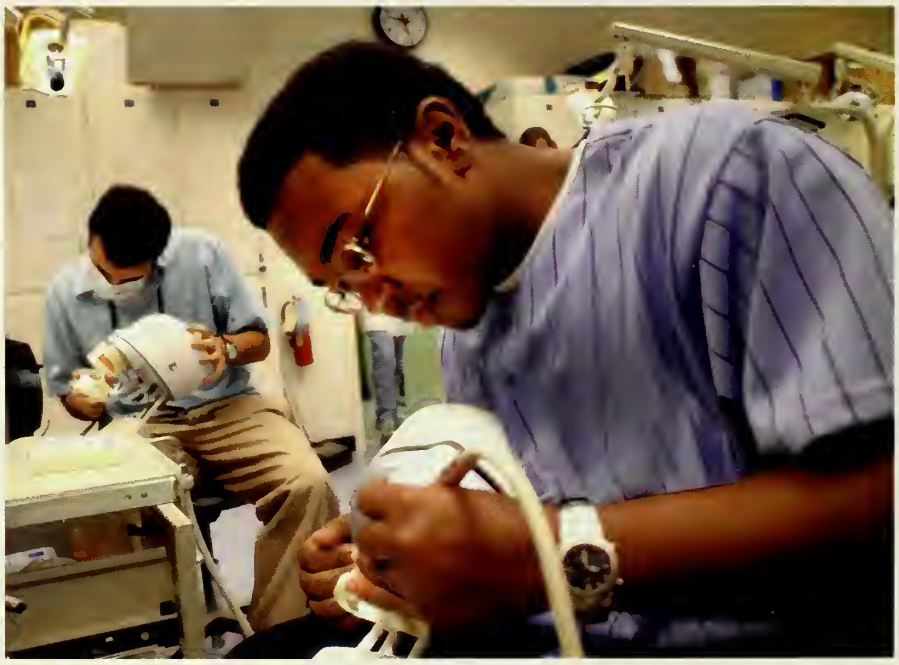
One of his first tasks as president was to appoint a special assistant for diversity initiatives. Dr. Julius S. Scott Jr., who served as interim president of MCG from January to June 2001, was named to the post.

Dr. Scott, who is also past president of Paine College in Augusta, spearheads a diversity team of MCG faculty and staff to create and implement initiatives to increase minority representation on campus.

The team has identified six areas of concentration: faculty recruitment and development; student admissions and support; management development; salary equity; community relations; and purchasing and contracts. "We don't expect miracles, but we are dedicated to success," Dr. Scott says. "We will not be deterred."

Toppling Barriers

The university's commitment to diversity, Dr. Scott says, has never been stronger. "I'm very optimistic and positively elated by the responses we're getting from faculty and staff about this issue," he says. "Dr. Rahn is very clear that this is his agenda, and everyone is



TIMELINE

January 2002:
MCG hosts representatives from six Georgia colleges and universities for a workshop to share resources and ideas on how to diversify the makeup of Georgia's health care workforce.

anxious to come together and make progress."

As a physician, President Rahn is particularly passionate about eliminating racial disparities in health status and health care. "As we work to advance our knowledge of the biomedical sciences," he says, "we must work simultaneously to assure that we provide the highest-quality health care to everyone, to assure that non-scientific barriers do not result in health care disparities.

"How far have we come as a scientific and medical community if African Americans are less likely to receive appropriate care for heart disease or recommended cancer screening when compared to their white counterparts? If half the children born to low-income families do not receive appropriate dental care?"

Working Toward a Solution

President Rahn notes that African Americans fare worse than whites in maternal and child health, cardiovascular care, treatment of diabetes and kidney disease, use of analgesics, cancer diagnostic tests, emergency service treatment and mental health services, to name just a few areas.

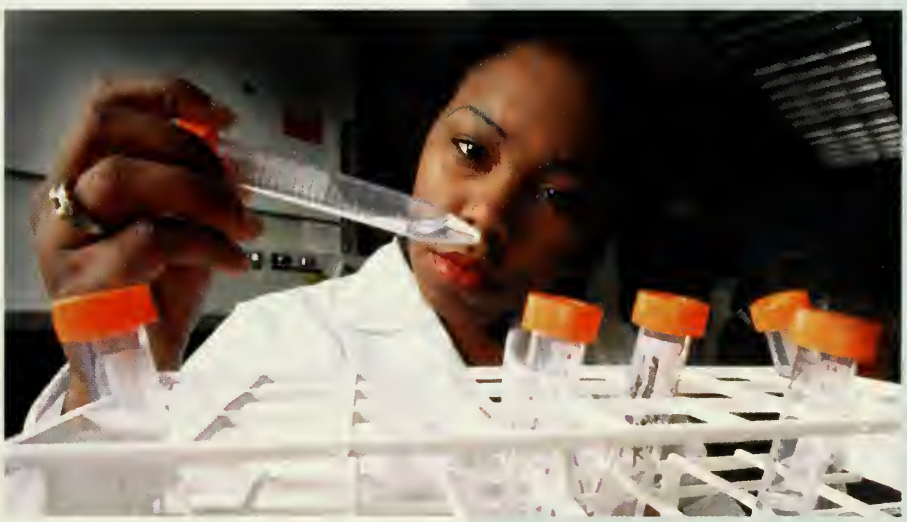
"These disparities persist even after controlling for socioeconomic factors," he says. "We know that the interplay of genetics, ethnicity, socioeconomic status, geography and health behaviors all contribute to health status, health care access and health care quality.

"This is a complex issue, a troubling issue, that defies a single, simple solution. But I can assure you: Part of the solution is to increase the number of under-represented minority health professionals."

MCG's diversity initiatives represent progress, but President Rahn will not be satisfied until diversity is a given…not a goal. "MCG will do everything possible as a public institution to erase disparities in Georgia," he says, "and we will work with every partner in this endeavor."

MCG Diversity at a Glance

- MCG hosted representatives from six Georgia colleges and universities for a winter workshop to share resources and ideas about how to diversify the make-up of Georgia's health care workforce.
- MCG representatives attended the 24th annual Minority Health Conference in March presented by the University of North Carolina School of Public Health.
- In April, MCG's Medical/Dental Professions Seminar Day featured a motivational lecture, mock interviews and other activities to help minority high school and college students prepare for medical and dental educations.
- A nursing professor received a federal grant to develop a program to increase nursing education opportunities for African Americans from disadvantaged backgrounds.
- Dozens of academically outstanding minority high school and undergraduate students spent part or all of their summer on campus learning research techniques, clinical skills, study habits and other skills to bolster their success in preparing for a health sciences career.



February 2002:

Dr. Louis Sullivan, president of the Morehouse School of Medicine and former U.S. secretary of Health and Human Services, discusses leadership in a diverse society as the guest speaker for MCG's 2002 observance of Black History Month.

Facilities

"MCG is changing: new relationships, new buildings on the horizon, new faculty being recruited, new president."

An Unprecedented Facelift

There's no question that people are the lifeblood of an institution, but a significant barometer of progress is bricks and mortar. With every new building erected, every new facility dedicated, every shovel full of dirt unearthed to make way for expansion, an institution signifies its commitment to the future. With the unprecedented facelift the Medical College of Georgia is undergoing, its investment in the 21st century is unmistakable.

Toppling Boundaries

MCG has embarked on a 10-year physical master plan that consolidates all aspects of campus within a village concept. The campus will increase green space and minimize surface parking. Even as new buildings go up, boundaries will topple. "We intend to enhance our connection to the community through improved campus edges, heightened accessibility to downtown Augusta and the creation of a biotechnology research park—a collaboration with the Georgia Medical Center Authority," says President Rahn.

Upcoming buildings include a 190,000-square-foot Health Sciences Building (the future home of the Schools of Allied Health Sciences and Nursing) and an impressive facility dedicated solely to cancer research. In August 2002, MCG broke ground on a 94,000-square-foot expansion of its Interdisciplinary Research Building. The building will include 15,000 square feet devoted to technology transfer and biotechnology incubation to facilitate commercialization of scientific discoveries.

A Sound Infrastructure

These efforts are supported by a sound infrastructure of research centers, institutes, core facilities and thriving technology transfer. MCG's core facilities offer advanced scientific services to faculty, staff, students and researchers at other institutions. For example, the Transgenic Zebrafish Core Facility facilitates the use of zebrafish as a vertebrate model system for basic and biomedical science and comparative genomics.

The university continues to create opportunities for its facilities to directly

TIMELINE

March 2002:
The journal, *Obstetrics & Gynecology,* cites MCG research that many women incorrectly self-diagnose vaginal yeast infections when other infections are the actual culprit.

enhance the educational process. For instance, the Department of Occupational Therapy opened two new distance-learning classrooms last summer. With many other distance-learning facilities and satellite campuses in several areas of the state, MCG opens its doors to all Georgians, ensuring accessibility to every potential student.

Wellness: A High Priority

Students' emotional and social needs are a high priority, as well. MCG will cut the ribbon in January on its 40,000-square-foot Wellness Center, a facility dedicated to wellness, exercise and recreation. Offerings will include aerobics and martial arts classes, exercise machines, ping-pong tables, pool tables, basketball courts, a running track, a special floor covering for the gymnasium floor enabling indoor special events, meeting rooms and shower-locker facilities. The center, accessible through the MCG Student Center, will be open seven days a week from 6 a.m. to 11 p.m. A public safety officer will monitor security cameras, control access and maintain foot patrol during the hours of operation. In addition to serving students, the Wellness Center will offer memberships to other members of the MCG community.

Shaping Up

With MCG's new physical master plan and array of new state-of-the-art buildings, the campus may bare scant resemblance in a decade to its current shape and form. "This is a bold and attractive plan for campus development," says President Rahn. "Clearly, we are advancing the mission of this institution."

April 2002:
MCG President Daniel W. Rahn is formally inaugurated as the university's seventh president.

Development

"Realizing our full potential will require broad collaboration and new kinds of partnerships."

The Big Picture

Ask the typical person how his day is going, and the response is a terse "fine." Ask Keith Todd how his day is going and he shares his 10-year plan.

His enthusiasm is irrepressible, and at this point in his career, the big picture is the only one he sees.

"If you can't be passionate about what you're doing, you shouldn't be doing it," says Mr. Todd, MCG's new vice president for development.

He joined the staff in August, fresh from developing a fund-raising strategy that in nearly three years has yielded more than $55 million in gifts, pledges and secured gifts in kind for the University of North Carolina at Chapel Hill School of Public Health.

Before that, Mr. Todd led a $50 million fund-raising campaign for the Foundation of the Arthur G. James Cancer Hospital and the Richard J. Solove Research Institute at Ohio State University.

All the Pieces are in Place

Specific goals haven't been finalized, but Mr. Todd anticipates comparable success for MCG. The zeros may seem a little dizzying and the goal a bit daunting, but he is confident that all the pieces are in place for success.

"I know MCG. I know many of its people. My daughter was born here in Augusta," says Mr. Todd, who began his fund-raising career in 1987 as MCG's annual fund coordinator. "I care deeply about this place, and there are incredible opportunities here. When President Rahn hired me for the job, he said, 'We need people who want to make a difference.' That's what I want to do. The potential to make a real difference here is huge."

And although his chief responsibility is to raise funds for the university, he insists, "It's not about the money." The challenge, he says, is to help people see and believe in MCG, inspiring them to invest in the university's future.

175 Years of Excellence

MCG has a 175-year history of curing disease, enhancing wellness, discovering new knowledge and educating health care providers. The institution's research through the years has led to birth-control pills, fertility drugs, beta-blocking drugs and a cure for pellagra. Clinical advancements have saved countless lives and enhanced the quality of life for millions of others. Educational excellence has ensured that the health care delivered and the research conducted by MCG alumni is second to none.

TIMELINE

May 2002:

The journal, *Stroke,* features MCG research documenting how stem cells leave the bone marrow to help repair damaged neurons in the wake of a stroke.

MCG's current emphasis on cancer, cardiovascular disease, neurological disease, infection/inflammation and biomedical technology ensures a steadfast commitment to conquering some of the most pervasive diseases in the Southeast.

What could be more fulfilling, Mr. Todd muses, than helping people realize MCG's contributions to every man, woman and child in the state of Georgia and beyond?

Envisioning Success

His first order of business is to work with MCG's senior leadership team to assess the university's needs and the health care challenges in the community and state. The next step is to develop a case statement articulating the university's plan to address these needs. "It will be a general vision of how we're moving forward, what we want to accomplish and how private philanthropy, coupled with the state's investment, will make it possible."

Then comes the fun part: rolling up shirtsleeves and getting the job done. Mr. Todd plans a decentralized development staff, with officers immersing themselves in the missions, goals and day-to-day operations of MCG's five schools and other key areas of the campus. The officers also will canvass the community and the state, enlisting business people, legislators, alumni and others in MCG's quest to become a premier health sciences university.

"Our development officers will work toward specific, strategic goals," he said. Those goals include recruiting the best faculty, making scholarships available to the brightest minds, expanding research and enhancing clinical care.

Charting New Territory

Mr. Todd plans to continually benchmark, learning from the successes and challenges of like universities and adapting strategies when necessary to respond to an ever-changing environment. "I want to know what our peer institutions are doing," he says. "I want to know what the top-tier institutions are doing better."

But his overriding mission is to chart new territory. He concurs with President Rahn that the best institutions not only excel in today's environment, they create a better environment for future generations. "We will succeed," Mr. Todd says. "We will continue to transform this institution for the benefit of our students, faculty, patients, alumni and other constituents. I'm coming here because I think this is an incredible opportunity to make a huge difference in the lives of many people."

June 2002:

MCG receives a $10 million National Institutes of Health Program Project Grant to identify genetic and environmental risk factors for hypertension.

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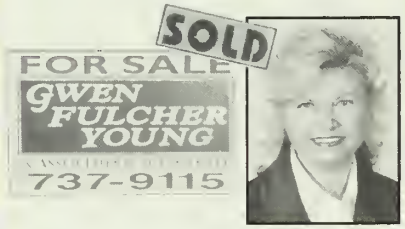

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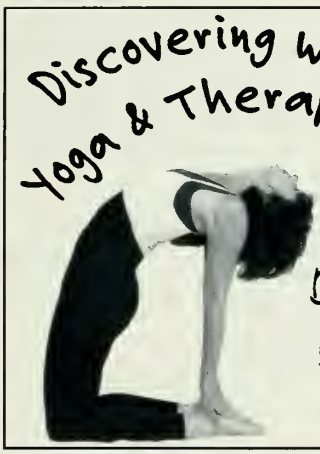

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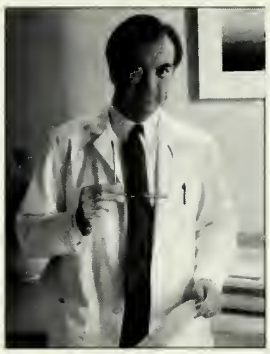

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